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## TOWARDS A NEW AND DYNAMIC PUBLIC SECTOR

### INTRODUCTION

At the outset of this Sectoral Debate, I wish to acknowledge the support and guidance of all those who have made my assumption of Ministerial duties, as Minister of State with responsibility for the Public Service, in the Ministry of Finance and the Public Service, an easy one, and one in which I felt welcomed and comfortable.

- I must place on record my appreciation to the Most Honourable Prime Minister, Andrew Holness for appointing me as Minister of State, within the Ministry of Finance and the Public Service. I commit to you, Mr. Prime Minister, and to this House, that the confidence placed in me will not fail the mark as I, along with the team at the Ministry of Finance, will work to complete the Public Sector Transformation and modernisation process.
- Fellow Parliamentarians, I am confident that you will join with me in offering commendation to the Speaker of the House, the Hon. Pearnel Charles, CD, MP, for his stern guidance of the affairs of the House, and for his role in managing the deliberations of this noble House.
- I would like to thank the people of South East Clarendon, led by the councilors, the constituency executive, and members of the various communities who have elected me to this Parliament and has ensured, that I have never lost an election. I thank them for placing their confidence and trust in me and I give them my assurance that I will not fail them.

- I would also like to extend my gratitude to the Financial Secretary, Mr. Devon Rowe. Since assuming my duties he has kept me updated on the fiscal and economic framework within which the Government of Jamaica operates.
- I would also like to place on record my appreciation to the team at the Strategic Human Resource Management Division (SHRMD), led by DFS Wayne Jones, for arranging the Courtesy Calls with the stakeholders who are critical partners to the public sector transformation and labour relations, and to the rest of the team at the Ministry for their support as well.
- I would also like to thank the Minister of Finance and the Public Service, the Hon. Audley Shaw, CD, MP, for having charted an achievable and sustainable course towards growth and prudent fiscal responsibility. Commendation is also extended to the debut Minister of State, the Hon. Fayval Williams, MP, who has continued to make her mark on the investment and economic landscape.
- **Together, we make a wonderful team.**

## **TRANSFORMATION AND MODERNIZATION OF THE PUBLIC SECTOR**

The public sector has been undergoing transformation, modernisation and change for a number of years. The Ministry of Finance and the Public Service has spearheaded its own Transformation Programme and, I am pleased to report that we are beginning to see the effects of Transformation.

The Ministry has already begun to realign its business processes to ensure greater efficiencies, and it has also begun an audit of its talent pool to ensure that the right talent is aligned to the right task.

Transformation must be managed in such a way that the public officers do not feel threatened by the process. The Ministry has engaged its senior management cadre as partners in the process of transformation and I am pleased to report that, twenty-five (25) senior executives have been trained as Change Mentors. In addition, Mr. Speaker, thirty-two (32) middle managers have also been trained as Change Mentors and Transformation Ambassadors have been selected from across the various levels of the Ministry.

Transformation has begun in the Ministry of Finance and the Public Service and it is on the road to achieving its mark of being a '**Centre of Excellence by 2018.**'

The Inter-American Development Bank (IDB), the United Nations Development Programme (UNDP) have also been collaborating with the Ministry to ensure that the transformation goals are realized.

## **Establishment of the SHRMD**

The Strategic Human Resource Management Division which has overarching responsibility for the talent pool within the public sector, and importantly, provides strategic oversight and policy direction for human resource management across the sector; has already begun to re-jig the public sector. This process is being undertaken so that our citizens and business partners can benefit from a more efficient, capable and responsive public service. I want to remind Mr. Speaker, that this is a process and will not happen overnight. It will take careful and deliberate planning and action.

Our public servants are our most valuable and accessible resource and as such, it is important that appropriate investments are made to support their ability to contribute to the on-going development of the public sector, and by extension, the country.

Mr. Speaker, the commitment made under the Extended Fund Facility (EFF) with the IMF, to establish the Strategic Human Resource Management Division remains a priority of this Administration. To date, the top tier of the new structure has been finalized and work is well underway to complete the full structure by November 2016. Staffing of the new structure has commenced and will run concurrently with the build out of the remaining structure. Mr. Speaker, MoFPS is putting its house in order and in so doing, will provide a template for other Ministries, Departments and Agencies to model and can be replicated throughout the wider public sector.

## ***Human Capital Management Enterprise System (HCMES)***

To support the Transformation Mr. Speaker, the Government has invested in a Human Capital Management Enterprise System (HCMES) to provide the requisite technological support to help Human Resource Professionals within the public sector to better manage the data. On December 30, 2015, a contract was signed for the acquisition and installation of the Human Capital Management Enterprise System. The project commenced on January 18, 2016, and the first phase of the payroll design was completed during the fourth quarter of 2015/16. Configuration of the system commenced in March 2016 and is slated for completion during the fourth quarter of the current Fiscal Year. This will be followed by a rollout of the system in the first 14 entities.

## ***Transformation, Modernization & Redesign of HR Processes and Operating Model***

***HR Processes:*** The HR Policies are currently being modernised with the input of a team of public sector human resource management practitioners. Thirty-five (35) of thirty-eight (38) processes have been completed, and the remainder are projected to be completed by the end of the first quarter of FY 2016/17.

***HR Operating Model:*** Consequent on the technological and process changes, the HR Operating Model will have to be redesigned to enable the creation and addition of value to the delivery of Government operations at the strategic level. A draft model is currently under discussion across the sector, and a wide network of HR practitioners and Permanent Secretaries/CEO's

went into retreat during the period June 13-20, 2016, to deliberate and provide feedback. The results will be incorporated into the design of the model before engaging with staff focus groups.

The other elements of the programme are Performance Management and a Public Sector Learning Framework, which are being managed by Cabinet Office and MIND, respectively.

### ***Capacity Enhancement***

***HRM Training:*** The IDB-funded Public Sector Efficiency Programme (PSEP) seeks, in part, to strengthen the human resource management capacity of the newly formed Strategic Human Resource Management Division and HR Units in Ministries, Departments and Agencies. Consultations regarding the development and delivery of the programme are currently taking place among the Ministry of Finance & the Public Service, Office of the Cabinet and the Management Institute for National Development, with a view to commence training during the current Fiscal Year.

### **PUBLIC SECTOR PENSION REFORM**

The Reform of Public Sector Pension System continues to be a critical pillar for achieving sustainability of the country's Economic Programme. The reform is intended to, ***inter alia:***

- create a pension system that is sustainable, affordable, equitable, robust, predictable, and provide adequate pension;

- to provide for improved administration of pension benefits through the automation of the business process; and
- establish a harmonized legislative framework

During FY 15/16, activities relating to this initiative were advanced and the following have been achieved to date:

### ***Legislative Framework***

***The Pensions (Public Service) Bill*** was tabled in the Houses of Parliament in November 2015. This Bill seeks to, ***inter alia***:

- establish a contributory pension scheme that will make it mandatory for all pensionable officers to contribute five percent (5%) of their basic salary towards their pension;
- establish a segregated fund for the contributions at a time to be determined by the Minister;
- gradually increase the retirement age to sixty-five years;
- harmonize the legislation governing public sector pensions in a single statute and repealing several enactments that previously dealt with pensions.

The Bill is expected to be re-tabled in the Houses of Parliament for debate shortly, following which implementation is scheduled for the first quarter of FY 17/18.

### ***Improvement in Pension Administration***

A critical component of the reform is the automation of the business process through the implementation of a Public Employee Pension Administration System (PEPAS). This system supports the

creation of a software application that supports the functions of all stakeholders.

It is anticipated that a new Public Employee Pension Administration System (PEPAS) will:

- allow retiring public servants to receive timely processing of their applications for pension benefits;
- greatly reduce manual operations throughout the pension administration process;
- eliminate redundant controls;
- allow public servants to view their records;
- allow the GOJ to better prepare forecasts and budgets and control the use of public funds;
- support the long term objective to implement a fully automated and efficient Pension Benefit Claim and Payout system.

Following a process of competitive tendering, Price Waterhouse Coopers was contracted to undertake the development of the PEPAS application. The PEPAS application will be hosted at the Government's Data Centre located at eGov Jamaica Limited.

Price Waterhouse Coopers has also been contracted to maintain the application for a period of one (1) year post implementation. Thereafter, eGov Jamaica Limited will assume that role, in addition to its hosting responsibilities.

The original Go-live date for PEPAS was April 1, 2016, but that deadline was not achieved due to delays in passing the requisite

legislations and regulations that define the reformed pension rules. The new Go-live date for PEPAS is April 1, 2017.

To-date the contractors, Price Waterhouse Coopers, have delivered the first two modules of the application for testing by the Pensions Administration Unit. It is anticipated that the final module will be installed and commissioned by the end of December 2016. This will be followed by an extensive period of testing and user training prior to the system going live. These dates are, however, contingent on the expeditious passage of the Pensions Reform legislation and regulations.

As part of the PEPAS sensitization programme, presentations were made to stakeholders over the past twelve months. These sessions involved more than three hundred and fifty (350) participants, representing more than sixty (60) Ministries, Departments, and Agencies (MDAs) that fall under the GOJ Pensions Programme.

### ***Increase to Pensioners***

In an effort to alleviate the financial challenges of pensioners caused by the escalation in cost of living, Five Hundred Million Dollars (\$500M) was provided to grant increases to pensioners; including spouses and dependents of deceased public servants. The increases which became effective on July 1, 2015, are applicable to pensioners who:

- retired no later than January 1, 2013
- were not less than fifty-five (55) years of age at June 30, 2015

- retired on the ground of ill health regardless of their age as at June 30, 2015
- are in receipt of a widows/widowers and dependents pension which commenced prior to July 1, 2015.

Of a total of 33,780 pensioners, approximately 27,520 were eligible for the increases. The increases granted ranged from One Thousand One Hundred Dollars (\$1,100.00) per month for pensioners receiving Sixty Thousand Dollars (\$60,000.00) and over to Two Thousand Dollars (\$2,000.00) per month for pensioners receiving under Thirty Thousand Dollars (\$30,000.00) per month. Widows/widowers received an increase of One Thousand Two Hundred Dollars (\$1,200.00) per month while dependents received an increase of One Thousand Seven Hundred Dollars (\$1,700.00) per month. The new rates were implemented in April 2016.

I must also state Mr. Speaker, that pensioners will also benefit come July 1, 2016, from the increase in the individual income tax threshold of \$1million dollars.

## **COMPENSATION**

The Ministry continues to respond and provide advice to MDAs on compensation. An average of two hundred (200) cases are processed per month, namely:

- Pay plans related job evaluation and restructuring proposals
- Clarification of pay cases in accordance with policy
- Eligibility for attachment of travelling,
- Duty and special allowances to various positions in the public service.

- Approve revised pay/benefits as necessary in keeping with signed Heads of Agreement.

Work continues in determining GOJ's wage bill in keeping with the Medium Term Economic Framework and Public Sector Human Resource Policies.

### ***Review of GOJ Compensation Model***

The IDB contracted with Kitch Consulting out of Barbados, on behalf of GOJ, to review the current Compensation Model, Philosophy and Administration, and to make recommendations for changes. Following on receipt of the final report and recommendations handed over to the Government in March 2014, it was the consensus that the report required a detailed and clinical review and a decision on the way forward consequent on the recommendations made. To pursue this matter, the Ministry of Finance and the Public Service has pulled together a small project team to review the recommendations on compensation and propose an implementation strategy. The final policy and philosophy is expected to be completed by December 2016.

### ***INDUSTRIAL RELATIONS***

The period ending March 31, 2016, has seen negotiations concluded with approximately 97% of the bargaining units in Central Government, with Heads of Agreement signed for the 2015-2017 Contract Period, and an acceptance of a general increase in salaries and allowances of 4% in year one and 3% in year two. Activities are now underway to ensure the implementation of the items agreed on. ***(Please see Appendix I for further details)***

Mr. Speaker, I must pause at this juncture to acknowledge my predecessor, the member of Northern Clarendon for his stewardship of the wage negotiations with the various public sector groups.

The remaining three percent (3%) that have not yet settled comprise bargaining units from the Health, Education and Security Sectors. The Ministry continues to provide negotiating parameters to Public Bodies and Statutory Entities to enable them to engage the bargaining units in their organizations with a view to settlement.

An amount of \$45M was budgeted for the contract period 2015-2017 to provide sponsorship to selected beneficiaries for children of public sector workers. The Ministry is currently in the fourth intake of applications for the *Tertiary Grant for Children of Public Sector Workers*.

During the 2015/2016 period, industrial harmony has maintained at 97.5% of the Public Sector Groups, against a projected 95% target. This has been achieved through continuous dialogue with the Unions, the provision of timely and sound advice to Ministries, Departments and Agencies (MDA) in the implementation of agreed benefits, as well as directed efforts to resolve grievances presented for intervention.

In its bid to ensure that Human Resource and Industrial Relations Practitioners are in tandem with current policies and practices, the Ministry conducted workshops over a three-day period under the theme ***“Occupational Safety and Health: Who is Responsible?”*** A total of one hundred and nine (109) persons participated in these workshops.

## **PUBLIC SECTOR MONITORING COMMITTEE (PSMC)**

Cabinet has recently appointed the new members of the Public Sector Monitoring Committee for the two-year period 2016/2018. The PSMC, which is the key negotiating machinery between the GOJ and representatives of public sector workers, plays a critical monitoring and advisory role in the maintenance of industrial harmony and economic stability. The Committee will re-convene its regular meetings on Thursday, July 14, 2016.

## **PUBLIC SECTOR MANAGEMENT**

The provision of management services to the Public Sector saw the following key assignments completed during the 2015/16 Fiscal Year:

### ***Office of the Prime Minister***

- Jamaica Anti-Doping Commission
- Urban Development Corporation

### ***Ministry of Science, Technology, Energy & Mining***

- Policy Planning Development & Evaluation Division
- Human Resource Management & Administration Division
- Jamaica Bauxite Mining Limited
- Wigton Windfarm Limited

### ***Ministry of Justice***

- Human Resource Management & Administration: Establishment of the Corporate Services Division
- Review & Implementation of MoJ Policy Division: Justice Policy & Governance Division
- Court Management Services – Management Audit

### ***Ministry of National Security***

- ISCF JCF Merger (Rank & File)
- Merger of the Legal Medicine Unit and the Forensic Laboratory – Institute of Forensic Science & Legal Medicine

### ***Ministry of Transport, Works & Housing***

- Central Ministry review
- Jamaica Urban Transit Company

### ***Ministry of Health***

- National Health Fund (Pharmaceuticals)
- Centres of Excellence
- Bustamante Hospital for Children - Cardiac Unit

### ***Ministry of Education***

- Ministry's Modernization Restructuring & Classification exercise conducted & completed by September, 2016
- Central Ministry, the Department of School Services, as well as 6 Agencies

### ***Ministry of Local Government & Community Development***

- Central Ministry review

### ***Ministry of Finance & Planning***

- Establishment of Strategic Human Resource Management Division
- Tax Administration Jamaica- Organization Review
- Planning Institute of Jamaica- Organization Review
- Betting Gaming & Lotteries Commission

### ***Ministry of Labour & Social Security***

- Central Administration (Ministry) Review
- Labor Market Information System

### ***Ministry of Agriculture & Fisheries***

- Jamaica Agricultural Commodities Regulatory Authority -
- Merger of Commodity Boards
- National Irrigation Commission (NIC)

### ***Ministry of Youth & Culture***

- National Youth Service (NYS)
- Residential Child Care Facilities

### ***Ministry of Tourism & Entertainment***

- Central Ministry Organizational Review
- Tourism Product Development Co.

### ***Ministry of Industry, Investment & Commerce***

- Central Ministry Review
- Bureau of Standards Jamaica: Organizational Review

**Organizational Reviews** will continue on the following entities during the current Fiscal Year:

- Cabinet Office
- Office of the Director of Public Prosecution
- Department of Correctional Services: -Central Administration -  
Finance & Accounts
- Legal Aid Council

- National Contracts Commission (Public Procurement Commission) in keeping with the Public Procurement Act 2015
- Organizational Review CDA (PHASE 2, Corporate and Regional Offices) - The Review will span at least 2 Financial Years.
- Post & Telecommunication Department: Operations Division (MSTEM)
- Office of the Special Coroner (MOJ)
- Public Procurement Policy Directorate (MOFP)
- Implementation of the prototype model in the Local Authorities
- Dental Cadre Review

## **RESEARCH AND ESTABLISHMENT CONTROL**

The following major accomplishments were made during the Financial Year 2015/2016:

- The database of established posts within Central Government was maintained to facilitate linkage with Human Resource Management Information System (HRMIS);
- Posts in Central Government were monitored to ensure that there were no significant increases in the overall establishment.
- The Civil Service Establishment (General) Order, 2015 was gazetted with a total of 34,857 posts;
- Surveys for wages and salaries for established, contract and temporary posts, as well as the expenditure on certain allowances, were conducted to provide useful information for decision-making. This information was used mainly by the Compensation Unit for planning purposes;
- Provided all major research for the Strategic Human Resource Management Division;

- Publication of the Establishment for Educational Institutions.

## **EMPLOYEE RELATIONS**

During the 2015/16 Financial Year, approximately \$544M was paid out to public sector employees for funeral grants; and for computer, motor vehicle, miscellaneous and tertiary education assistance loans. Motor Vehicle loan limits increased to \$1.5M for pre-owned vehicles and \$2.5M for new vehicles. The Funeral Grant benefit for public officers who die in service was also increased to \$300,000. An additional \$80.5M was used to provide transportation services to Public Sector Employees and for tuition refund.

## **SCHOLARSHIPS & ASSISTANCE PROGRAMME**

The Ministry administers approximately 20 active scholarship programmes offered by Jamaica's bi-lateral and multi-lateral partners. Some of the major programmes are as under:

### ***Scholarships***

<b>COUNTRY</b>	<b>AREAS OF STUDY</b>	<b>NO OF STUDENTS</b>
Cuba	Medicine, Engineering, Psychology, Spanish Language, Imaging and Radiology, dentistry	For FY 2015/2016 Cuba has awarded 4 additional scholarships in medicine. Total number of students now in Cuba is 62.

COUNTRY	AREAS OF STUDY	NO OF STUDENTS
		<p>A total of 39 graduates in Medicine; Physical Education; Teaching; Health Rehabilitation; Accounting; Civil Engineering; Chemical Engineering are expected by July 2016.</p> <p>8 new awards will be taken up in 2016/17</p>
China	<p>Undergraduate and postgraduate awards in areas such as Rural and Urban Planning, Electrical Power System Automation, Environmental Science, Communication Studies Architecture, Engineering, Business, Tourism, Medicine, Economics and Trade.</p> <p>China also offers short term specialist</p>	<p>42 students are now in China.</p> <p>10 awards were taken up in FY 2015/2016 and 6 are expected to begin in 2016/17</p> <p>1 student is expected to graduate this year in Energy Science and Engineering.</p>

COUNTRY	AREAS OF STUDY	NO OF STUDENTS
	training in areas such as, Renewable Energy, Maintenance of Agricultural Equipment, and Flower Technology and Information technology.	
Russia	Undergraduate and postgraduate scholarships in areas such as Medicine, Dentistry, Veterinary medicine, Engineering, Architecture, Applied Science and Meteorology.	<p>41 students are now in Russia, and an additional 2 accessed for FY 2015/2016. Seven graduates are expected this year in the fields of Dentistry, Hydrology, Arts and Education &amp; Engineering.</p> <p>3 students are expected to graduate this year.</p>
Japan	<p>Japan offers Master's programmes in Mathematics and Science Teaching, Health and Education.</p> <p>Japan also offers short</p>	<p>8 awards were taken up in 2015/16</p> <p>For FY 2016/2017 Japan will also offer up to 13 scholarships in the areas of</p>

COUNTRY	AREAS OF STUDY	NO OF STUDENTS
	<p>– term specialist group training with emphasis on Education, Health, Water Resources, Small and Medium Enterprise Management, Disaster Risk Management and Solid Waste Management</p>	<p>Agriculture, Marketing, Power Grid Distribution and Waste and Compost Management</p>
<p>Organization of American States (OAS)</p>	<p>Undergraduate and post graduate scholarships in OAS member countries including USA, Canada, countries in Latin America and the Caribbean. Areas include Education, Finance, Management, Environmental Studies and Information Technology.</p> <p>The OAS also offers on-site and on- line short term</p>	<p>2 awards were taken up in 2015/16 in Natural Resource Management and Geotechnical Engineering</p> <p>12 persons took up awards last year.</p>

COUNTRY	AREAS OF STUDY	NO OF STUDENTS
	<p>professional development training in areas such as Education, Environmental studies, Telecommunications and Information Technology.</p>	
<p>Commonwealth Fund for Technical Cooperation</p>	<p>Institutional/capacity building in areas such as Public Sector Reform, Change Management, Leadership Development, Public/Private Partnerships, Governance.</p>	<p>4 persons took up CFTC sponsored awards since in 2015/16 and similar amount in anticipated for 2016/17.</p>
<p>Australia</p>	<p>Priority areas for study: Climate Change/Natural Resource Management, Regional Integration/ Economic</p>	<p>7 persons are in Australia pursuing long term programmes in Public Policy, Applied Science, Plant Health and Bio Security, Education and</p>

COUNTRY	AREAS OF STUDY	NO OF STUDENTS
	Resilience, Education, food Security.	Business and Economics.
UK and New Zealand Commonwealth Scholarships	Masters and PhD programmes in a variety of areas. Selection is guided by national priorities and the number of persons studying in any given area	14 persons at present studying in the UK and 2 in New Zealand. Another five (5) awards were granted this year for studies commencing February 2015/September 2016. Disciplines include Construction Management, Transport Studies, Crime Science, Investigation & Intelligence, Forensic Psychology and International Law.

Other partners include Serbia, Turkey, India, Egypt, Austria, Israel, Singapore, Malaysia, Spain, Chile, Colombia, Mexico, Malta and Brazil. Approximately 25 Jamaicans are currently studying in these countries.

### ***Bonding***

Successful applicants undergoing training valued in excess of Three Hundred Thousand Dollars (\$300,000) are usually bonded for two to five years. Depending on the type of award, they may return to their jobs, take up employment in the Public Sector or serve anywhere in the country. Approximately 1,000 persons signed bonds during the past Financial Year.

### ***Education Grants***

Education grants were negotiated in the Heads of Agreements, which provide financial assistance to public sector workers pursuing tertiary level studies. These include the JCSA, JCTU, Jamaica Police Federation, United District Constables Association, Jamaica Association of Education Officers and Jamaica Federation of Corrections. Beneficiaries are selected by the unions and payments are made by MoFP. Over the period April 2015–March 2016, educational grants totaling \$50,239,389 were disbursed to five hundred and ninety-four (594) beneficiaries. The disciplines included programmes in support of the National Development Plan namely health services, education, engineering, energy efficiency, rural and urban planning and economic development. It is anticipated that approximately 700 workers will access the benefit this FY, and approximately \$100m will be spent on this activity. Children of public sector workers will also benefit from education grants during the FY 2016/2017 to the tune of 25 million dollars.

### ***MOU Skills Training Programme***

Discussions are advanced with the HEART Trust/NTA to implement 7 training programmes in keeping with an available budgetary

allocation. These programmes include cake baking and decorating, air conditioning and refrigeration, tile laying, interior decorating, floral arrangements and motor vehicle servicing and repairs (as highlighted in Table 1), Approximately three hundred (300) workers will be trained during the current financial year.

<b>TABLE I: MOU Skills Training Programme</b>	
<b>Programmes</b>	<b>Numbers</b>
Cake Baking& Decorating	75
Air conditioning & Refrigeration	50
Tile Laying	75
Interior Decorating	25
Drapery Making	25
Floral Arrangements	25
Motor Vehicle Servicing and Repairs	25
<b>Total</b>	<b>300</b>

## **Direction for FY 2016/2017 and Beyond**

Mr. Speaker, what you have was an update for the most part, on what has happened within the public sector for the past financial year leading into the first quarter of the new Financial Year, 2016/17.

Mr. Speaker, while the update has been good, I have a vision for so much more for the public sector and for the people of this country who must utilise the public service.

I have a vision for the public sector; one that sees the public sector being a greater contributor to national development.

One, Mr. Speaker that has its talent realigned to business processes and one that sees the public servant benefitting from the increased growth to which it has contributed, while being mindful of the fiscal space within which our economy operates.

I have a vision of a public sector that is efficient and has the capacity to respond to its end-user needs within a reasonable period of time, and has technological-aided systems that will reduce the transactional costs to the citizens of this country.

I have a vision that the public service is more transparent, and public officers are more accountable for their actions in all their operations.

I have a vision that as we go through this Transformation that our decision-making capability will improve and as we improve the capabilities of our public servants, we will increase the capacity of the talent pool, who will be more visionary, and in so doing be more

strategic in their planning which will redound in improving our 'doing business ranking.'

**Mr. Speaker, the public service can do it!**

Many may ask how will we do this?

Mr. Speaker the simple answer is **through a partnership.**

Partnership with the public, our end-user; through a **partnership** with the business sector, who supply us with goods and services, and a partnership with those stakeholders who undertake public private partnership projects for the good of our country. We can do this, Mr. Speaker with the transformation of minds, hearts and a unity of spirit as we rally around one common goal as articulated in our VISION 2030 statement.

We will continue to engage our business partners, the end-users the private sector through forums, customer service surveys and civic engagement across the communities here in Jamaica and in that of our Diaspora.

Mr. Speaker, Transformation is not an overnight fix. It is process, we are talking about expanding training for our leadership cadre, we are talking about improving practical skill set and ramping up implementation skills that will be required as we realign talent with and our business processes.

**Mr. Speaker, my vision, is clear and I intend to walk the talk.**

The trajectory is good, and we will through these partnerships develop a transformative public sector.

Mr. Speaker, that is how we, will drive the public sector transformation and modernisation programme, that is how we will move 'Towards a new and more dynamic public sector.'

**Mr. Speaker, if not now, then when?!**

Over the next few years we will continue to:

- Improve the Establishment database to enhance its efficiency and effectiveness;
- Conduct survey projects (including wage bill and allowances) and Post Audits in Ministries, Departments, Agencies, Government Teaching Institutions and Statutory Bodies;
- Develop procedures and systems to keep the Establishment database current;
- Publish the Civil Service Establishment (General) (Amendment) Order, 2016 and the Civil Service Establishment (General) Order 2016;
- Publish the Establishment for Executive Agencies;
- Update database on posts in Statutory Bodies and Public Enterprises;
- Publish the Establishment for Parish Councils.

That is the core of my message, Mr. Speaker, as we encourage our stakeholders to partner with the public sector, we are listening, we want to create more opportunities to engage our end-users, stakeholders, Diasporians, the private sector and all citizens.

Mr. Speaker, as I stand here today, and I bring my presentation to a close, I invite all Jamaicans to share our vision for the public service; the shift has already begun.

Under my watch, Mr. Speaker, we will move with a degree of alacrity towards facilitating a transformative public sector, one that is new and dynamic, and one that will be a contributor to our VISION 2030 Mission Statement: "Jamaica, the place of choice to live, work, raise families and do business."

Mr. Speaker, we will be:

- Improving leadership capabilities.
- Ensuring the public service is change capable and internally driven for continuous improvement.
- Making the public sector a first choice as a place to work for young professionals.
- Realigning the public sector vis a vis its talent and business processes.
- Expanding the use of technology for more efficient business processes.

And I intended to work closely with the public sector modernisation efforts to ensure its success.

Mr. Speaker, we can do this! Mr Speaker, we shall do this!

# **APPENDIX I**

## **STATUS OF CENTRAL GOVERNMENT CLAIMS RECEIVED FOR THE CONTRACT PERIOD 2015-2017**

### **Claims received and settled**

1. United District Constables Assn. (UDC)
2. Jamaica Teachers Association (JTA)
3. Jamaica Federation of Corrections (JAFEDCO)
4. Jamaica Confederation of Trade Unions (JCTU)
5. Jamaica Enrolled Nurses Association (JENA)
6. Jamaica Police Federation (POLFED)
7. Resident Magistrates Staff Association
8. Legal Officers Staff Association (LOSA)
9. Jamaica Police Officers Assn.(POA)
10. Jamaica Association of Public Health Inspectors (JAPHI)
11. Meteorologist and Met Technicians (UTASP)
12. Social Work for Progress (SWAP)
13. Jamaica Midwives Association (JMA)
14. Academic Staff Association CASE (ASACASE)
15. Dental Assistants (UTASP)
16. Council of Paramedics (6 groups)
17. Nurses Association of Jamaica (NAJ)
18. Senior Uniform Officers Association (SUOA)
19. Pharmacists (Bustamante Industrial Trade Union)
20. Jamaica Association of Education Officers
21. Nurse Anesthetist- Settled with NAJ
22. Association of Librarians Jamaica Library Service (ALJALS)

## **Claims received and undergoing negotiation**

1. Jamaica Medical Doctors Association (JMDA)
2. Jamaica Medical Doctors Association (JCSA)
3. Medical Technologist UTASP
4. Jamaica Association of Public Dental Surgeons (UAWU)
5. Probation Aftercare
6. Health Education and Promotion Officers
7. Correctional Officers CO I – CO III (UAWU)
8. Association of Gov. Medical Consultant (AGMC)
9. University of Technology (UTASSA, UTASU, UAWU) -  
*Negotiations completed, however group refused to sign HOA;  
Benefits have been implemented*
10. Nurse Practitioner- *Benefits implemented (NAJ)– Group have  
outstanding concerns (NWU)*